

CORPORATE ENTREPRENEURSHIP AND HIGHER EDUCATION ORGANIZATIONS

[OPEN LECTURE]

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Agenda

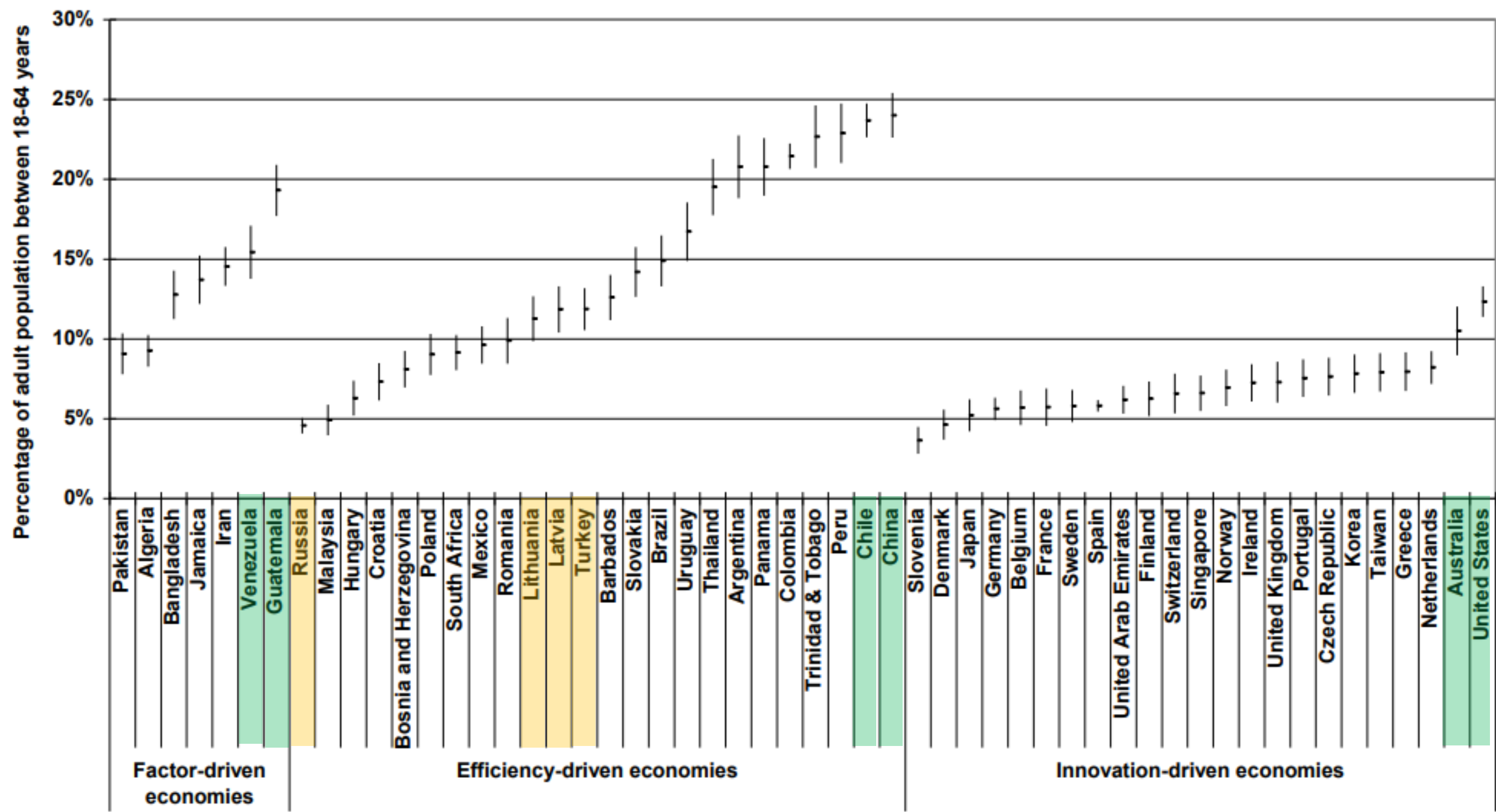
- **Corporate Entrepreneurship (CE)**
 - Basic concepts
 - Determinants
 - Outcomes
- **Understanding CE inside Higher Education Organizations**
- **Discussion about the entrepreneurial orientation of the participants' organisations**

¿Are you an entrepreneur?

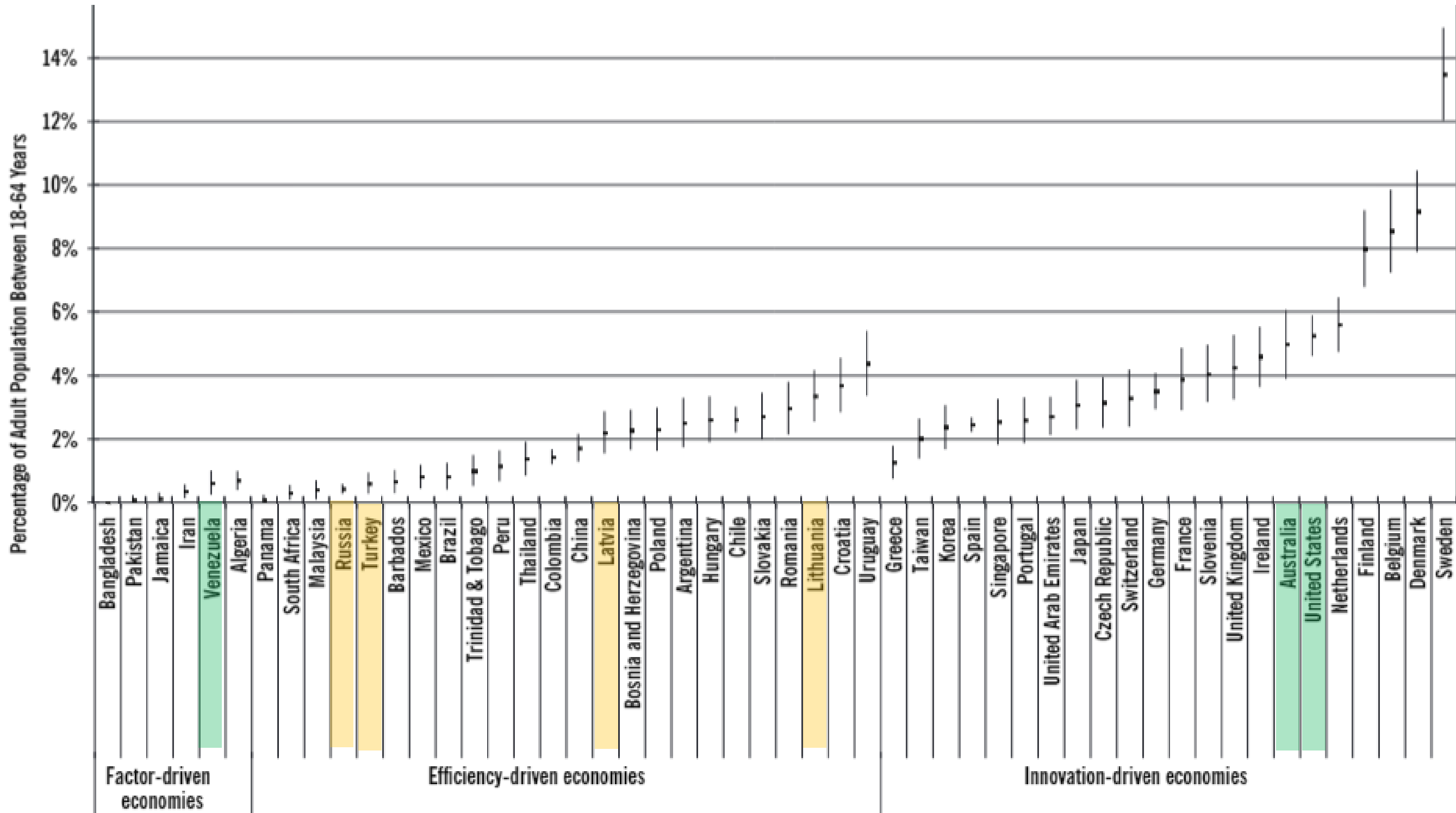


“you can't manage what you can't measure”
Peter Drucker

Total Entrepreneurial Activity: population aged 18-64 years (Global Entrepreneurship Monitor)



Total Entrepreneurial Employee Activity: population aged 18-64 years (Global Entrepreneurship Monitor)



CORPORATE ENTREPRENEURSHIP: BASIC CONCEPTS

INNOVATIVE
ATTITUDE

Definition

“Corporate entrepreneurship (CE) is a term used to describe **entrepreneurial behaviour inside** established small, mid-sized, and large **organizations**”

(Stopford and Baden-Fuller, 1994)

- 1970s** “*CE* focused on teams and how entrepreneurial activities inside existing organizations could be developed”
- 1980s** “*CE* focused on entrepreneurial behaviour inside of established organizations and linked with the organizational renewal”
- 1990s** “*CE* focused on enhancing the organization’s ability to develop innovations and new venture creation”
- 2000s** “*CE* focused on the organization’s efforts to establish sustained competitive advantages for a profitability growth”
- 2010s** “*CE* focused on value proposition and performance in any type of organization”

Entrepreneurial behaviour

“An **orientation** for capturing specific entrepreneurial **aspects** of decision-making styles, methods, and practices”

An entrepreneurial organization is

Innovative: a tendency *to engage in and support new ideas, novelty, experimentation, and creative processes*, thereby departing from established practices and technologies (to be innovative)

Risk taking: a willingness to commit more resources to projects where *the cost of failure* may be high, thereby assuming affordable losses and *unknown outcomes* (to be risker)

Proactive: a posture of *anticipating and acting on future* wants and needs in the marketplace, thereby creating *a first-mover* advantage vis-à-vis competitors (to be pioneers)

Competitive:

INNOVATIVE
ATTITUDE

(Lumpkin & Dess, 1996)

TYPES OF CORPORATE ENTREPRENEURSHIP

INNOVATIVE
ATTITUDE

Corporate entrepreneurship

Corporate Venturing

Creation of new ventures promoted by managers or employees:

- *start-up*
- *spin-offs*
- *subsidiary***

Investing in new ventures promoted by external people (corporate venturing capital)

Strategic entrepreneurship

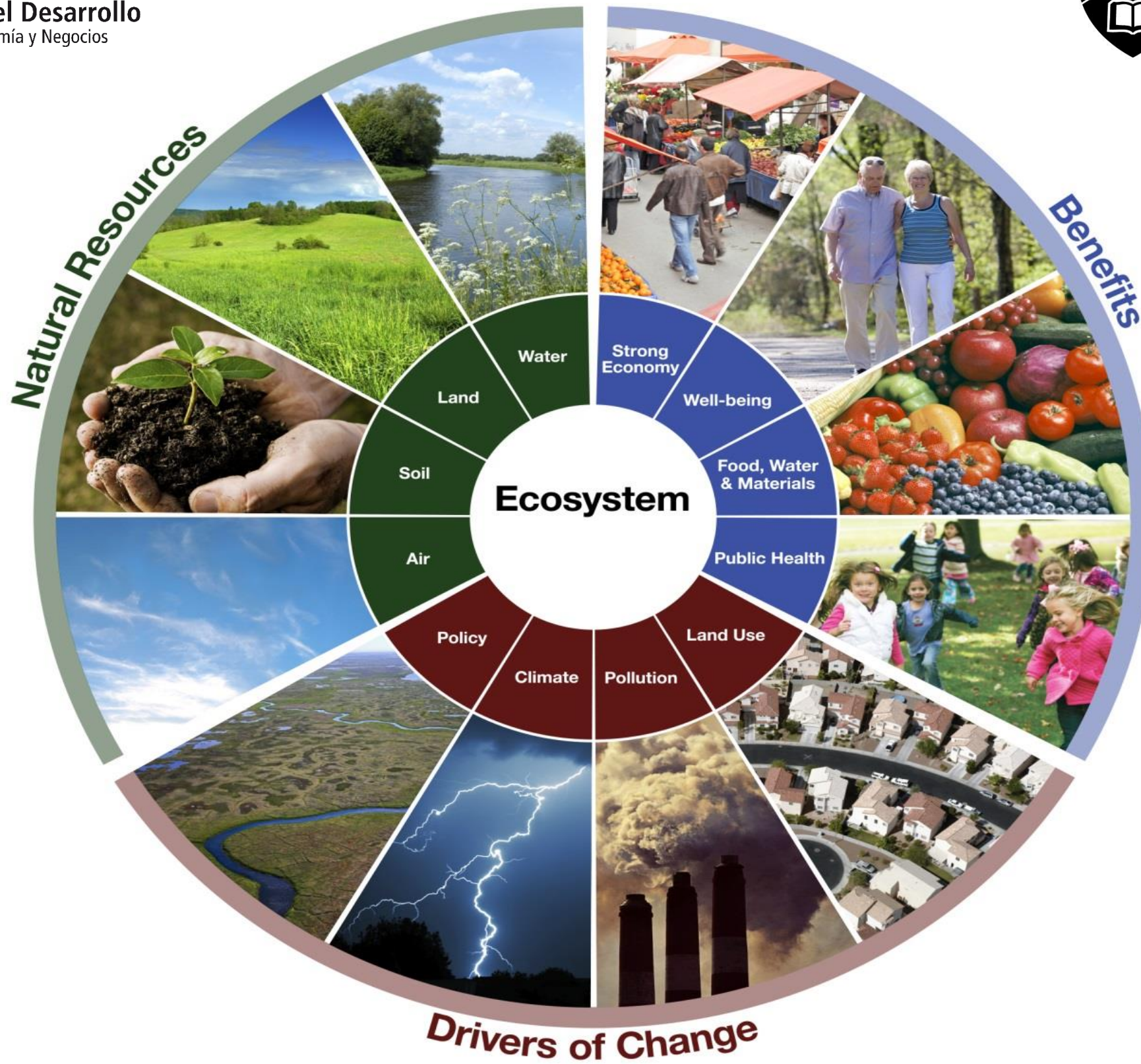
Strategic renewal:

- *Invention/adoption of new products, processes, technologies*
- *Commercialization of new lines of products*
- *New business models to entry to new industries/markets*
- *New value creation across their value chain*

	Type	Founder	Role of the parent	Ownership
Corporate context	Subsidiary	New entity part of the corporate structure with the aim to entry into a new market (always in the core business)	100% created with the resources/capabilities of the parent corporation as a part of a strategic plan	100% owned by the corporation
	Spin-off	New venture created by employees during the corporate decision making process (no always in the same core business)	Very supported by the parent corporation with resources, capabilities, networks, ...	Ownership shared with the parent corporation
	Spin-out	Employee who leave the parent firm to create a new venture	No relationship with the corporation	Former employee and own investors
University context	Start-up	New venture created by graduate students	Created by the knowledge absorbed via university education	University does not retain equity
	Spin-off	New venture created by academics/researchers whom work for the university / research centre	Created transferring the knowledge generated inside university , supported by university incubators	University retain a % of equity
	Spin-out	New venture created by researchers who leave the university or centre	Created do not using the knowledge generated inside university	University does not retain equity

(Agarwal et al., 2007; Fyges & Wright, 2014)

DETERMINANTS OF CORPORATE ENTREPRENEURSHIP



Internal

- **Organizational culture:** positive attitudes towards entrepreneurship
- **Vision & entrepreneurial orientation:** understand risks vs. benefits
- **Incentives:** autonomy, promotion, recruiting, attraction/retention of talent,
- **Resources and capabilities:** human capital, financial capital,
- **Collaborations:** universities, research centres, value chain,

External

- **Labour market conditions:** social security,
- **Market conditions:** uncertainty, dynamism, competitiveness ...
- **New trends (technological / digital):** demand, preferences,
- **Favourable conditions for innovation/entrepreneurship:** IPR regulations, R&D investments, human capital, talented/educated people, investors,

ENTREPRENEURIAL ECOSYSTEM PROJECTS								
ENVIRONMENTAL CONDITIONS	Babson (Isenberg 2009)	GEDI (2011)	OECD (2011)	SGENOME (Telefónica, 2012)	WEF (WEFORUM, 2013)	Kauffman Foundation (2015)	Doing Business (Banco, Mundial, 2017)	
	Public policies	X	X	X	X	X	X	X
	Funding	X	X	X	X	X	X	X
	Support infrastructure	X		X	X	X	X	X
	Market conditions	X	X	X	X	X		X
	Human capital / talent	X	X	X	X	X	X	
	Education					X	X	
	Culture	X	X	X	X	X		
	Research & Development	X	X	X		X	X	
	Wellbeing			X			X	
Differentiation				X				
Universities					X	X		

OUTCOMES OF CORPORATE ENTREPRENEURSHIP

Internal

- **Performance:** growth (sales, employees..)
- **Sustainability:** long term
- **Competitiveness:** positioning in the industry/market
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External

- **Economic contributions:** productivity, income,
- **Social contributions:** Employment, Well-being,
- **Technological contributions:** Digitalization, Technologies,
-

GDP & TEA / EEA

Global Entrepreneurship Monitor



EXPLORING CE INSIDE HIGHER EDUCATION ORGANIZATIONS

“ Universities are bureaucratic organizations with strong routines (main barrier of any entrepreneurial orientation)” Kirby et al. 2011

Examples

RANKING		SCORES					
Rank	Name	Overall	Teaching	Research	Citations	Industry Income	International Outlook
1	University of Oxford United Kingdom	96.0	91.8	99.5	99.1	67.0	96.3
2	University of Cambridge United Kingdom	94.8	92.1	98.8	97.1	52.9	94.3
3	Stanford University United States Explore	94.7	93.6	96.8	99.9	64.6	79.3
4	Massachusetts Institute of Technology United States	94.2	91.9	92.7	99.9	87.6	89.0
5	California Institute of Technology United States	94.1	94.5	97.2	99.2	88.2	62.3
6	Harvard University United States	93.6	90.1	98.4	99.6	48.7	79.7
7	Princeton University United States	92.3	89.9	93.6	99.4	57.3	80.1

UNIVERSITY RANKINGS MEASURE:

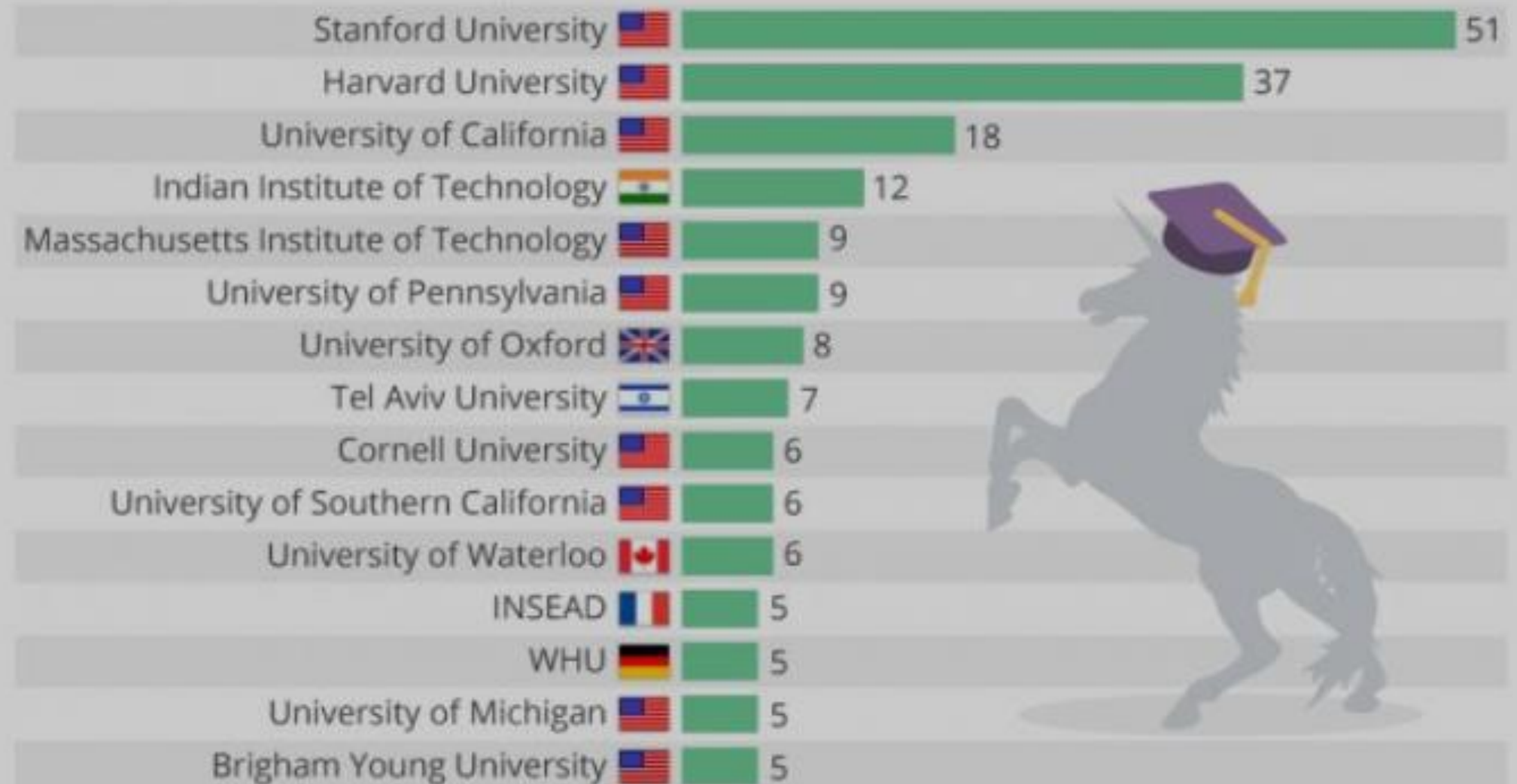
- Teaching quality
- Research quality
- Citations
- Industry income
- International outlook
-


Rank	Name	Overall	Teaching	Research	Citations	Industry Income	International Outlook
1001+	Belarusian State University Belarus	9.8-18.9	19.5	8.7	10.8	39.0	56.7

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The Unicorn Universities

The universities which have the most unicorn founders as alumni




 Where most advanced degree was attained. Correct as of January 2017.

 A 'unicorn' is a private company valued at more than 1 billion USD.

 @StatistaCharts Source: Sage

statista

MEASURE:

- Private companies (start-ups, spin-offs, unicorns, ..) founded by alumni

USA: Stanford University

- **Creates its entrepreneurship ecosystem**

- Courses, programmes and novel methodologies to educate/support potential entrepreneurs (across campuses/faculties)
- Collaboration with different companies in teaching/research projects (MOOCs, technological projects, ...)
- Competitions & awards programmes (role models)
- Mentoring and networking programmes
- Clubs of investors (alumni, companies,...)
- Incubators and TTO offices
-

- **Economic and social impacts**

- Alumni: leaders & founders of start-up / spin-off companies
- Social innovations
-

	Heavy Innovation	Moderate Innovation	Little Innovation	Total
Percent of firms	25%	25%	50%	100%
Revenue (in millions of \$)	\$1,270,000	\$531,000	\$864,000	\$2,667,000
% of total revenues by all Stanford firms	48%	20%	32%	100%
Employees	1,141,000	2,003,000	2,242,000	5,387,000
% of total employment by all Stanford firms	21%	37%	42%	100%

MEASURE:

- New business models in digital economy (MOOCs)

CLASS CENTRAL Preventing Dementia 2190 Reviews ★★★★★

Go to class

Preventing Dementia

ALL-TIME TOP 50 University of Tasmania via *Independent*

★★★★★ 2190 Reviews 7.6k students interested



Found in [Disease & Disorders](#)

Overview

Preventing Dementia is a Massive Open Online Course (MOOC), offering university-quality education about the latest research in dementia risk and protective factors. The free 4-week course provides an opportunity to engage with the perspectives of a global community, without requiring exams or assignments.

With the ageing of the world's population, dementia is looming as the public health issue of the 21st Century. Is it possible to modify your risk of dementia? A substantial proportion of risk is associated with advanced ageing as well as genetic risk factors, but the latest research has indicated there are modifiable risk factors which may decrease

Conectando...

Dementia MOOC investigates the best



≡+ Add

Go to class →

PROVIDER	Independent
COST	Free Online Course
SESSION	Upcoming
LANGUAGE	English

COMPANY
ENGAGEMENT

Australia: University of Tasmania

- **New business model**

- Opportunity: global healthy problem
- Value creation: free MOOC courses for sharing the advances in medical research
- Resources: academics/researchers involved in research projects
- Collaborators: coursera (MOOC platform), Dementia research Centre, Faculty of Health of the Tasmania University
-

- **Economic and social impacts**

- 155,000 people have enrolled in the course from more than 180 countries (since 2013)
- Highest social impact: prevention and improving life of people
- Positioning in the social impact university global rankings (attracting students, researchers, research centres, etc.)
- Receiving international sponsorships for improving research and generating more outcomes (patents, publications, citations, etc.)

CE in Higher Education Organizations

Identifying the university strategic challenges

- Unemployment level of students after graduation (labour market requirements) and societal needs
- Limited sources of (public) funds for research groups & universities
- New generations' preferences (native digitals – millennials) and attraction of potential students (public/private/digital competitors)
-

Identifying potential entrepreneurs

- **University managers**
- **Students** (alumni and current)
- **Academics**
- **Staff**


Building a favorable environment towards entrepreneurship

- Entrepreneurial and innovative **orientation** (vision / core activities / strategies), resources and capabilities...
- **New** business and innovation **models** (education market trends)
- Entrepreneurship **education** programmes, courses, mentoring,...
- **Infrastructures**: incubators, technology transfer offices,
- Dissemination of **role models** in the community (mind-set)
- **Collaborations**, alliances, partnerships, networks, ... (local / regional / international agents involved in entrepreneurship and innovation **ecosystems**)

Expected outcomes

- **Social:** entrepreneurial mind-set, employment of graduate students, research with social/environmental implications
- **Economic:** graduates' start-ups,
- **Technological:** commercialization via academic spin-offs, licences, ...
-

REFLECTING MOMENT



PAST

PRESENT

FUTURE

Большое вам спасибо!
[Thank you]

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Researchgate: Maribel Guerrero
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